Program Executive Office, Ground Combat and Support Systems

Leading the Army Transformation Through Technology

Presented To:

Armaments for the Army Transformation Conference

June 19, 2001

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Report Documentation Page

Report Date	Report Type	Dates Covered (from... to)
19062001	N/A	-

Title and Subtitle	Contract Number
Leading the Army Transformation Through Technology	Grant Number
	Program Element Number

Author(s)	Project Number
Yakovac, Joseph L.	Task Number
	Work Unit Number

Performing Organization Name(s) and Address(es)	Performing Organization Report Number
Program Executive Office, Ground Combat and Support Systems	

Sponsoring/Monitoring Agency Name(s) and Address(es)	Sponsor/Monitor's Acronym(s)
NDIA (National Defense Industrial Association 2111 Wilson Blvd., Ste. 400 Arlington, VA 22201-3061	Sponsor/Monitor's Report Number(s)

Distribution/Availability Statement
Approved for public release, distribution unlimited

Supplementary Notes
Proceedings from Armaments for the Army Transformation Conference, 18-20 June 2001 sponsored by NDIA., The original document contains color images.

Abstract

Subject Terms

Report Classification	Classification of this page
unclassified	unclassified

Classification of Abstract	Limitation of Abstract
unclassified	UU

Number of Pages
11

Bottom Line Up Front

- Think out of the box

- Get your management processes under control

- Best Value – Partnering on and off shore

How We Got Here

Always Built Iron Mountain to Win – Civil War ®Today

<u>Why</u>:
- Warms Industrial Base
- Successful Because We Could Afford to Outspend Foes

*Evolutionary changes gives us continuous improvement*

Path Forward

- **US Defense Industrial Base**
  - Take a hard lesson from Auto Industry
  - Implement Lean Thinking & Six Sigma…or perish

- **Best Value Partnering**
  - On & Off Shore

- **Government Labs:**
  - Balance Innovative "Out of the Box" thinking with Disciplined, Process Oriented Implementation

Disciplined Process Control - In Development!

- How Does GIWS Get 100% Reliability on LAT?
- How Do BOFORS/GIAT and GIWS Get Quicker Product to Market?
- How Did SADARM Grow Reliability by 75% & Fulfill 140% of Requirements in 15 Months?
- Lean Thinking and Six Sigma
  - Do Not Just Apply to Production
  - Applies to Government Agencies as Well
- LAP Facilities: Line Change over must occur in minutes – not hours/days/weeks

Excellent try, my dear Watson, but . . . could you bring me a mirror, old boy?

Customized Munitions

Studies Show Overwhelming Wins with Smart and Precision Munitions, but……   AFFORDABILITY ISSUES!!

What are Customized Munitions = Evolutionary Acquisition

- **Ultra reliability – Approaching 100% (moving to expensive projectiles - that may sit in a bunker for 20 years before use)**
- **Modular Payloads (to preclude starting over with projectile, cannon, propellant, handling systems redesign**

ERO Obturator

LCCM

Predictive surveillance

Need to upgrade and maintain legacy stockpile
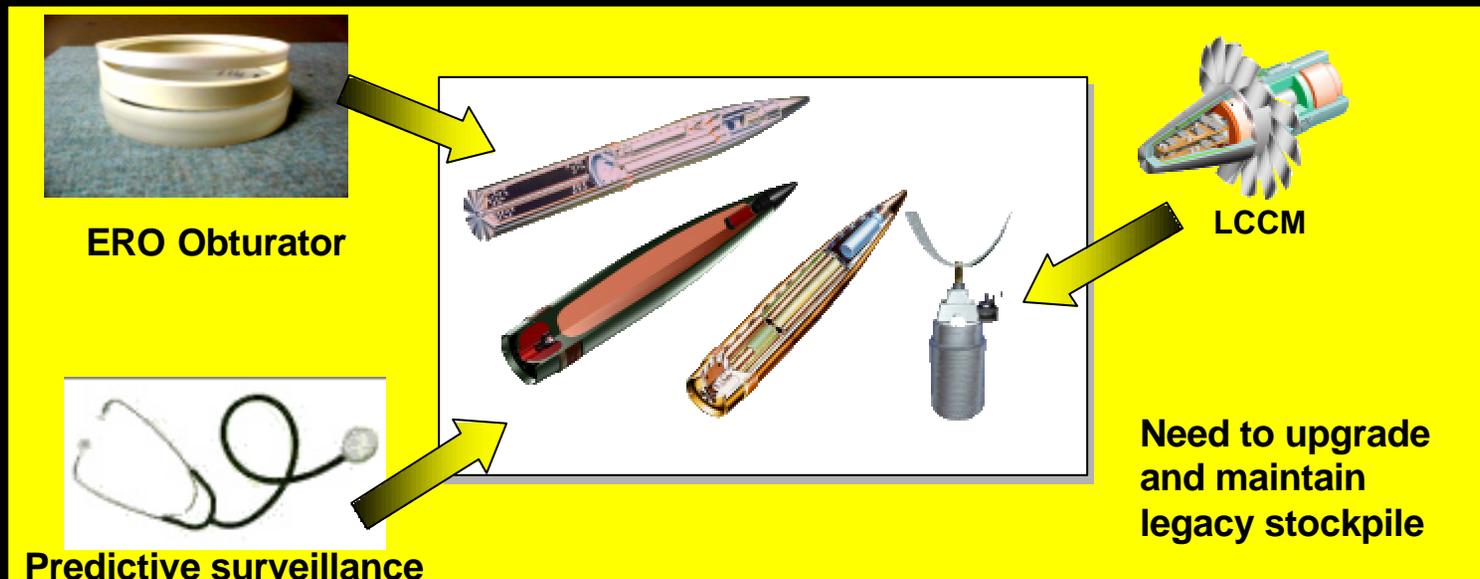
Impact on Customer - User

- **Understand Your KPPs – Be Realistic**

- **Take Performance That You Get for Your Initial Investment**
  - **Then Grow Capabilities**

- **Smart/Precision Ammo Held for Two CINCS**
  - **Not Open for ARMY Use**

- **Build Closer Ties with Log Communities**

BONUS

Excalibur

SADARM

SMArt

M119

M198

Paladin
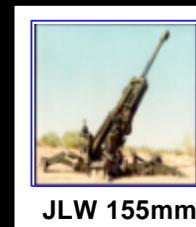
JLW 155mm
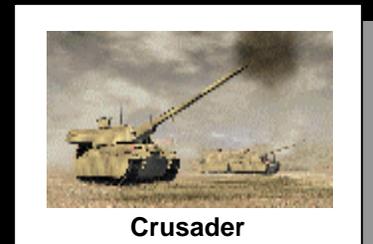
Crusader

Impact on Contractors

- Defense Contractors: Reverse your track record of over promising and under delivering

- Get into lean thinking and Six Sigma in development – so you can get products to Market quicker (Defense has a one year product to market cycle because we must defend budget every year)

- LAP Facilities – Get Lean – Get Flexible – Ammo investments are what they are

- Learn Faster to Survive

Impact on Developers

Old Way: Gun Hardening / Ammo Business
Government Engineers Trying to Train Industry
Rather than working with them

Path Forward: Work more efficiently with Industry
- Focus on Industry Processes & Discipline
    - Get to 100% Reliability
    - Plan better – make less design changes
- Partner w/ Best Value Contractors and
  OGAs On & Off shore

Final Thoughts

Solving the Road
to Transformation
Puzzle